

# Research Needed to Support the Emergency Manager of the Future

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# Staffing analysis of emergency managers

- Applicant pools: Where are new emergency managers recruited from?
- Selection process: Who chooses the successful candidates and what criteria do they use?
- Job demands: What tasks do emergency managers perform and what knowledge, skills, and attitudes do they need for these tasks?

# Staffing analysis of emergency managers

- Job context: What resources do emergency managers have in their agencies and jurisdictions?
- Education and training: Where do new emergency managers acquire the job skills they need on their jobs?
- Performance appraisal: How is the performance of emergency managers judged?

# Staffing analysis of emergency managers (cont.)

- Compensation: What are the tangible rewards (i.e., pay and benefits) for the job?
- Intangible rewards: What are the other payoffs to the job?
- Tenure: How long do emergency managers stay in their jobs?
- Turnover: Why do they leave and where do they go?

# Staffing analysis of emergency managers (cont.)

- What are the commonalities and variations of emergency managers' jobs by
  - region,
  - state, and
  - jurisdiction size?

# Hazard/ vulnerability analysis

- What are the standards for judging that an HVA is “sufficient” in terms of the types and precision of its impact projections?
  - Physical impacts: aggregate damage and casualties
  - Social impacts: aggregate psychological, demographic, economic, and political impacts
  - Disaggregated impacts by geographic area, demographic group, and economic sector

# Hazard/ vulnerability analysis (cont.)

- What knowledge, skills, and material resources do local emergency managers need to perform HVAs?
- How much HVA is needed at different stages in the planning process?
  - Emergency preparedness planning
  - Land use planning
  - Economic development planning

# Hazard/ vulnerability analysis (cont.)

- Does/will HAZUS meet emergency managers' needs?
  - How can be HAZUS be used by small jurisdictions with limited technical resources?
  - Does HAZUS need to be more sophisticated, or less?
  - Are supplementary computer programs or administrative mechanisms needed?

# Hazard mitigation

- When is hazard vulnerability economically justified (when does reward exceed risk)?
- How can the incentives that perpetuate the cycle of subsidized vulnerability be eliminated?
  - New development in hazard prone areas that threatens the economic interests of homeowners, insurers, and mortgage lenders
  - Repetitive losses in existing areas that drain the resources of local government

# Hazard mitigation

- Where was Project Impact effective and what were the resources and conditions facilitating its effectiveness?
- How can risk be communicated more effectively to get households and businesses to prepare for and mitigate disasters?
- How can more effective regulations and incentives be developed (“carrots and sticks”) for communities to control hazard vulnerability?

# Disaster recovery

- Is a program of all-hazard insurance desirable and what regulations and incentives would be needed to make it viable?
- How prevalent is pre-impact recovery planning and what are the most effective strategies for promoting it?
- What new measurement tools are needed for guiding and monitoring disaster recovery, especially managing “unmet needs”?